



**Agenda  
for the Meeting  
of the  
Management Committee**

**Wednesday, 5th February, 2020**

**At**

**6.30 pm**

RBFRS Headquarters  
Lynda Kenyon Suite  
Newsham Court  
Pincents Kiln  
Calcot  
Reading  
Berkshire  
RG31 7SD

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at [committeeteam@rbfrs.co.uk](mailto:committeeteam@rbfrs.co.uk)

Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD



**MEETING:** Management Committee Meeting

**DATE AND TIME:** Wednesday, 5th February, 2020 at 6.30 pm

**VENUE:** Lynda Kenyon Suite  
RBFRS Headquarters  
Newsham Court  
Pincents Kiln  
Calcot  
Reading, Berkshire RG31 7SD

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## S U M M O N S

You are hereby summoned to attend the meeting of the Royal Berkshire Fire Authority at the time, date and venue indicated above, when it is proposed to deal with the business set out in the enclosed Agenda.

A light buffet will be provided.

A handwritten signature in black ink, appearing to read 'Graham Britten'.

**GRAHAM BRITTEN**  
Monitoring Officer

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**To: Members of the Management Committee:**

Councillor Jeff Brooks	Councillor Angus Ross
Councillor Rachelle Shepherd-DuBey	Councillor David Cannon
Councillor Ted Plenty	Councillor Jo Lovelock
Councillor Colin Dudley	Councillor Garth Simpson
Councillor Paul Gittings	Councillor Dexter Smith
Councillor Pauline Helliard-Symons	

**Copy to: Senior Leadership Team (SLT), Royal Berkshire Fire and Rescue Service**

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## **AGENDA**

### **1. Representative Bodies**

Purpose:

The Chairman may, at his discretion, invite the Representative Bodies present to address the Management Committee once on any Part I item, on the prerequisite that the Representative Bodies advise the Chairman at the commencement of the meeting of those Agenda items they wish to speak to.

### **2. Apologies for Absence**

Apologies received from Councillors David Cannon and Angus Ross.

### **3. Declarations of Interest**

Purpose:

To receive Declarations of Interest from Members relating to items to be considered at the meeting, in accordance with the provisions of the Fire Authority's Local Code of Conduct, and any from Officers.

### **4. Minutes of the meeting held on 3 December 2019 (Pages 5 - 14)**

Purpose:

To agree the minutes of the meeting held on 3 December 2019, be confirmed as a correct record and signed by the Chairman.

### **5. Receipt of Announcements**

Recommendation:

To receive announcements from the Chairman and / or Chief Fire Officer.

**6. 2019/20 Budget Monitoring - Quarter 3 (Pages 15 - 24)**

Purpose:

To inform Members of estimated revenue outturn and an update on capital projects as at the end of Quarter 3 2019/20.

**7. Thames Valley Fire Control Service (TVFCS) six month update (Pages 25 - 28)**

Purpose:

To note TVFCS six month update.

**8. 2019/20 Quarter 3 Appliance Availability (Pages 29 - 36)**

Purpose:

To note the performance of appliance availability in Quarter 3.

**9. Forward Plan (Pages 37 - 38)**

Purpose:

To note the Forward Plan.

**10. Date of next meeting**

Thursday, 2 April 2020, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

**11. Exclusion of the Public (Pages 39 - 40)**

Recommendation:

To Resolve that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Item on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

*Categories of 'Exempt Information' under Schedule 12A of the Local Government Act 1972.*

**12. Minutes of the meeting held on 3 December 2019 (Pages 41 - 44)**

Purpose:

To agree the Part II minutes of the meeting held on 3 December 2019, be confirmed as a correct record and signed by the Chairman.

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DRAFT  
**MINUTES OF THE MEETING OF ROYAL BERKSHIRE FIRE  
 AUTHORITY'S MANAGEMENT COMMITTEE**



Held on Tuesday, 3 December 2019, at 6.30pm

**RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot,  
 Reading, Berkshire RG31 7SD**

- Members:**
- \* Councillor Jeff Brooks
  - (\* *present*) \* Councillor David Cannon
  - \* Councillor Colin Dudley
  - \* Councillor Paul Gittings
  - Councillor Pauline Helliar-Symons
  - \* Councillor Graham Howe (Substitute for Councillor Helliar-Symons)
  - \* Councillor Jo Lovelock
  - \* Councillor Ted Plenty
  - \* Councillor Angus Ross
  - \* Councillor Rachelle Shepherd-DuBey
  - \* Councillor Garth Simpson
  - \* Councillor Dexter Smith

- In Attendance:**
- Mark Arkwell (Assistant Chief Fire Officer, ACFO)
  - Paul Binyon (Area Manager Response and Resilience, AM R&R)
  - Conor Byrne (Head of Finance and Procurement, HF&P)
  - Stephen Chard (Clerk)
  - Tony Deacon (Area Manager Prevention and Protection, AM P&P)
  - Trevor Ferguson (Chief Fire Officer, CFO)
  - Steve Foye (Deputy Chief Fire Officer, DCFO)
  - Andrew McLenahan (Head of Facilities, Fleet and Equipment, HFF&E)
  - Katie Mills (Head of Corporate Services, HCS)
  - Nikki Richards (Director of Support Services, DSS)
  - Fayth Rowe (Democratic Support Lead, DSL)
  - Hannah Sheehan (Democratic Support Assistant, DSA)
  - Tony Vincent (Head of Business and Information Systems, HBIS)

**33. REPRESENTATIVE BODIES**

The FBU confirmed that they did not wish to address the Management Committee on any of the items on the agenda.

**Action**

**34. APOLOGIES FOR ABSENCE**

An apology for inability to attend the meeting had been received from Councillor Pauline Helliar-Symons. Councillor Graham Howe was in attendance as her substitute.

**35. DECLARATIONS OF INTEREST**

There were no Declarations of Interest received from Members or Officers.

**36. MINUTES OF THE MEETING HELD ON 14 OCTOBER 2019 AND MATTERS ARISING**

That the Minutes of the meeting held on 14 October 2019, be approved as a true and correct record and signed by the Chairman.

**37. RECEIPT OF ANNOUNCEMENTS**

The Chairman made the following announcements:

**London Bridge Attack**

- Councillor Colin Dudley gave his condolences to the victims of the London Bridge attack on Friday evening.
- He took the opportunity to commend the actions of our blue light partners in London and members of the public, who responded bravely and swiftly to prevent further casualties in an extremely dangerous situation.
- This was a shocking attack in the heart of London and thoughts were with the families and friends of all those affected.

**Grenfell Inquiry – Phase 1 Report**

- On 30 October 2019, the Grenfell Tower Inquiry published the Phase 1 report following the tragic events that took place on 14 June 2017.
- Firstly, thoughts continued to be with the victims, survivors, families and communities affected by the Grenfell Tower tragedy.
- Following the publication, Officers were reviewing the report in detail and a presentation on the RBFRS response and how the Service would implement the learning from the report would be presented to the Fire Authority in due course.

**Protection Board**

- In September 2019, it was announced that a Protection Board would be established with the aim of supporting the Government's programme to accelerate the pace of inspection activity across high-rise residential buildings.
- In late November 2019, the Chair of that Board, Roy Wilshire, also Chair of the National Fire Chiefs Council, had written to all Fire and Rescue Services to gain assurance that building owners had mitigated the risks posed by high-rise buildings with ACM cladding.
- The letter was unusual in that it was sent to Fire and Rescue Services for response, and as Members would be aware, it was the Fire Authority that had statutory responsibility for such matters.

- The letter requested a response by 31 December 2019, which officers would facilitate. However, Councillor Dudley had asked that the matter be presented to Fire Authority in due course for oversight by Members.

### **Remembrance Sunday**

- Staff from across the Service and Fire Authority Members joined in acts of remembrance across Royal Berkshire on Sunday, 10 November 2019, and Monday, 11 November 2019.
- As a Nation, we paused to remember and honour all those who had made the ultimate sacrifice to secure and protect our freedom.
- Our Service was represented at a number of events, including in London, Sandhurst, Earley, Maidenhead, Windsor, Crowthorne, Bracknell, Slough and Hungerford.
- The National Service of Remembrance was held at the Cenotaph in Whitehall, London. This year, Firefighter Felicity Screen, from Caversham Road Fire Station, attended on behalf of the Service.
- Councillor Dudley reported that he was proud to attend the Royal British Legion parade and remembrance event at the Lexicon shopping centre in Bracknell, alongside our Armed Forces Liaison Officer, Che Scott.
- Steve Foye, Deputy Chief Fire Officer, attended a Remembrance Sunday service in Sandhurst Memorial Park, laying a wreath alongside representatives from other blue light partners, and our Service's Ceremonial Unit joined the parade in Newbury, proudly marching through the town centre, before also laying a wreath at the war memorial.
- On Monday ,11 November 2019, staff across the County observed the traditional two minute silence for Armistice Day. The silence was a chance to reflect on the sacrifice of all those men and women involved in the two World Wars and later conflicts.

### **Two Successful Prosecutions under the Fire Safety Order**

- In the last three weeks, Royal Berkshire Fire Authority had successfully brought two prosecutions under the Fire Safety Order.
- On 8 November 2019, Mr Sharhan Safie of Paya Restaurant, London Street in Reading, pleaded guilty to nine charges all relating to breaches of the Fire Safety Order at Reading Magistrates Court. This case had now been sent to Crown Court for sentencing.
- The second prosecution was on 2 December 2019. It was brought by Royal Berkshire Fire Authority against Mr Abid Hussain, who was a Franchisee of Papa John's, Hambridge Road in Newbury at the time of the offence. Mr Abid Hussain failed to comply with the Prohibition Notice, causing significant fire safety concerns. He was found guilty and fined a total of £13,785 with RBFA awarded full prosecution costs.
- Councillor Dudley hoped that these prosecutions would serve as a reminder to all businesses that they must comply with the Fire Safety Order. The RBFA would pursue prosecutions when necessary to ensure the safety of Berkshire's residents. Councillor Dudley congratulated the team for the successful prosecutions.

### **Update on New Appliances**

- New Volvo appliances were due to be deployed at Dee Road and

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Whitley Wood Fire Stations this month. The appliances were currently on station for a period of familiarisation and training on the new vehicles before they become operational.

- Following this process, the changeover from old to new appliances was intended to happen in mid-December 2019, at which point the appliances would go out to serve the communities of Royal Berkshire.
- The Service would be having an official launch of the new appliances to which all Members would be invited to attend in due course.

### **Celebrating our staff**

- Congratulations go to several members of staff who had been nominated recently for Awards.
- Thames Valley Fire Control Service had recently been shortlisted for the Emergency Services Collaboration of the Year Award in the Excellence in Fire and Emergency Awards, which would be held on 6 December 2019. They facilitated better collaboration and more efficient over the border responses to incidents, helping ensure a value-for-money, efficient and effective service for the people of the Thames Valley.
- The Asian Fire Service Association (AFSA) Awards were also held on the 28 November 2019, at the AFSA Conference in Sheffield, and two members of staff were shortlisted for awards, with one member of staff winning an award.
- Tony Vincent had received the Champion of Equality and Diversity for his work with the Change100 programme, a paid internship programme for talented students and graduates with disabilities or long-term health conditions, 12 of whom have had placements with the Service so far.
- Michal Kosierb was also shortlisted for the award, thanks to his efforts to make the Service a more inclusive and open place, particularly for the LGBTQ+ community.
- Following their recognition at our annual Awards Ceremony, the staff involved in the incident in Longmoor Wood have been commended for their efforts at the Pride of Reading Awards.
- Representing all those at the incident, White Watch firefighters at Caversham Road and Whitley Wood won the 999 Award for their quick thinking to help a colleague, when attending a fire in the open during May 2019.
- Councillor Dudley congratulated the staff concerned and wished good luck to Thames Valley Fire Control Service for its award ceremony on 6 December 2019.

### **38. WARGRAVE FIRE STATION**

The Committee considered a report concerning the future of Wargrave Fire Station.

Councillor Colin Dudley proposed a change to the report's recommendation. Steve Foye (DCFO) had made contact with the staff at Wargrave Fire Station with regard to the recommendation made in the report to implement the closure. There was significant disappointment among staff that they had been unable to achieve the 60% target. The departure of two senior members of staff was a contributing factor. Wargrave staff had asked for a further twelve

month period to make the necessary improvements. However, this would require further financial support.

Officers in liaison with Wokingham Borough Council had found funding for a six month period. It was felt that the budget position would be clearer come April 2020.

He proposed that the implementation of the extant decision be deferred for a further six months to June 2020. This would be recommended to Fire Authority. The proposal was seconded by Councillor Dexter Smith.

Councillor Jeff Brooks welcomed this amended recommendation. He queried the level of public consultation and the response rate, including from the Parish Council on this matter. In response, Councillor Dudley explained that a complete review was conducted of the IRMP in 2016/17 which included a comprehensive twelve week consultation exercise with members of the public, local stakeholders blue light partners and members of staff. It was following the IRMP review that the decision was taken to close Wargrave Fire Station, but, after taking on board the views of staff and the communities of Berkshire, the decision was amended to include the deferral period of twelve months.

The agreement to defer the implementation of the decision showed that the Fire Authority had listened to local residents following the consultation. A petition had also been submitted from the local community.

In response to a subsequent question from Councillor Brooks, Trevor Ferguson (CFO) agreed to circulate the consultation response report and the minutes of the meeting when Wargrave residents submitted their petition.

**TF**      **to**  
**Action**

Councillor Ted Plenty queried what arrangements were put in place if an appliance was not available at Wargrave Fire Station. The CFO explained that an aim of the IRMP was to most effectively deploy resources across Berkshire and across the Service. The alternative appliance deployed would be the closest available at that time rather than a specific station.

Councillor Dudley stated that he was proud of the response standard being achieved by the Service, with at least 75% of calls responded to within ten minutes. This time period was recorded from the receipt of the 999 call to arrival on the scene. He felt this was a fantastic record and was unaware of this standard being achieved elsewhere.

Councillor Jo Lovelock also welcomed the amended recommendation. However, she questioned how this would link with the feasibility study being proposed to look at future options for Wargrave Fire Station. Would this include the option of Wargrave Fire Station remaining open? Councillor Dudley confirmed it would.

Councillor Rachelle Shepherd-DuBey queried where alternative appliances had been deployed from in the past six months. Councillor Dudley agreed that a breakdown of this information would be circulated.

**SF**      **to**  
**Action**

Councillor Paul Gittings was pleased with the amended proposal to extend the deferral period by a further six months. This would be welcomed by local residents. He wished the station the best of success in achieving this challenging target.

The CFO clarified that this report had been brought back to Members by officers after being instructed to do so by the Fire Authority after the previous nine month extension had ended.

It was unanimously

**Resolved that:**

- It be recommend to the Royal Berkshire Fire Authority that the deferral period be extended to June 2020, in order to allow a further feasibility study into the potential for a community safety hub at Wargrave Fire Station in collaboration with Wokingham Borough Council and Wargrave Parish Council, and to give the crew additional time to achieve the required availability levels as prescribed by the IRMP consultation.
- It be noted the deferral period has now concluded and that the key criteria set out in 1.1 have not been achieved.

**39. WARGRAVE FIRE STATION COLLABORATION AND COMMUNITY SAFETY**

Mark Arkwell (ACFO) presented the report which recommended that a feasibility study into the potential opportunities and benefits of a “Community Safety Hub” at the site of Wargrave Fire Station be undertaken with Wokingham Borough Council, Wargrave Parish Council and blue light partners.

Potential opportunities included a community education initiative, co-responding, neighbourhood policing and a tri-service approach. The study would be used to better understand the wider community benefits of a community safety hub.

The findings of the feasibility study would be presented to Management Committee in due course, likely the summer of 2020.

Councillor Ted Plenty queried if there was awareness of a similar initiative. Trevor Ferguson (CFO) explained that he was not aware and therefore this would be an innovative approach. The RBFRS could therefore become the first FRS to lead on an initiative of this type.

Councillor Colin Dudley stated that this approach aligned with the Strategic Commitment to make fire stations the heart of local communities. This would follow the shared community safety facilities in place in Hungerford and soon to be implemented in Crowthorne.

Councillor Paul Gittings felt there could be the potential to invest more widely in this type of service. However, this would require additional investment. The CFO agreed that financial support would be needed from partners before this and/or other community safety hubs could be taken forward. The feasibility study would help to explore the options.

**Resolved that:**

It be noted that a feasibility study into the potential for a “Community Safety Hub” at the site of Wargrave Fire Station would be undertaken with Wokingham Borough Council, Wargrave Parish Council and blue light partners.

**40. PRESENTATION ON THE REMOTELY MANAGED STATIONS AND FLEXI DUTY OFFICER PROJECT**

Councillor Dexter Smith introduced the item, as IRMP Lead Member, by explaining that the presentation would provide Members with an overview of

the implementation of the IRMP initiative to deliver Remotely Managed Stations (RMS) and the Flexi Duty Officer (FDO) Project. This was an important project which carried the aim of changing how Berkshire's fire stations were managed and services delivered alongside generating ongoing savings.

The project was nearing its completion and he was pleased that the time had come to present on its progress. Councillor Smith gave thanks to Nikki Richards, Katie Mills and the team for their work in producing this very good result. He also thanked all those who had responded to the consultation.

Nikki Richards (DSS) gave the presentation to Management Committee and had thanked the Fire Brigade Union (FBU) for its contribution to the co-design project.

The DSS then invited James Hunt, a Watch Based Station Manager based at Bracknell, to describe his experience of the process.

The DSS concluded by advising that the project won the Chairman's Award for Outstanding Team Achievement. This was a particularly notable achievement when considering that this work took place alongside the HMICFRS Inspection. This was a well done for the organisation.

Councillor Colin Dudley added his congratulations to Nikki and the team for all their work in delivering this project.

Councillor Jeff Brooks queried if the saving of £576k had included the loss of posts. The DSS explained that the majority of the savings had come from the reduction in flexi duty officers. A number of the posts had been reduced through natural wastage and not redundancies.

Councillor Dudley felt that a clear benefit from the project had been the ability to offer fire fighters a chance to develop their skills and become managers. Watch Based Station Managers had a challenging role to fulfil.

For a copy of the presentation contact Democratic Support on [committeeteam@rbfrs.co.uk](mailto:committeeteam@rbfrs.co.uk)

**Resolved that** the presentation be noted.

#### **41. 2019/20 BUDGET MONITORING – QUARTER 2**

Conor Byrne (HF&P) presented the report which informed Members of the estimated revenue outturn and provided an update on capital projects as at the end of Quarter 2 of 2019/20.

The forecast year-end outturn for the Revenue Budget of £34.1 million was an in year saving of £119k. When the 2019/20 budget was set, it was necessary to utilise £458k from the budget contingency reserve to balance the budget. Therefore, the in-year saving could reduce the reserve usage in 2019/20 to £339k.

The HF&P explained that the Royal Berkshire Fire and Rescue Service continued to undergo organisational change to deliver Efficiency Plan savings as well as meeting commitments to the public. The main focus for 2019/20 was the delivery of the Remotely Managed Stations/Flexible Duty Officer (RMS/FDO) Project being implemented in two phases (as described in the previous item).

Employee vacancies that had arisen had freed up resources to undertake additional training.

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Appendix B to the report provided the Thames Valley Fire Control Service and the Transition Fund Summary.

Appendix C reported on the Capital Programme.

Councillor Paul Gittings queried whether the vacancies referred to helped make the £119k savings. The HF&P confirmed that the savings made by these vacancies did contribute to the Efficiency Plan savings.

Councillor Colin Dudley made the point that the training budget would need to increase, in particular to support the 24 new Watch Based Station Managers in their development. Councillor Dudley thanked the HF&P for the report.

**Resolved that the report be noted.**

### **42. APPLIANCE AVAILABILITY**

Steve Foye (DCFO) introduced the report regarding appliance availability in quarter two of 2019/20.

The Service operates 14 Wholetime Duty Service (WDS) appliances. In Q2 100% availability in WDS appliances had been achieved. The DCFO felt there might be a short term impact on WDS availability in Q3 due to the completion of the Retained Duty Service (RDS) project.

He outlined there were variations in the availability of Retained Duty Service appliances due to station establishment profiles. The average availability was 28.2%. Improvements had been limited due to staffing pressures in Q2, but higher availability was expected from Q3.

Councillor Jo Lovelock noted from the RDS table that availability in Lambourn (14%) was lower than in Wargrave (17.3%) and she queried therefore why Wargrave was at risk. In response, the DCFO explained that the decision of Fire Authority to close Wargrave, took into account the contributions made by all stations and those areas where the greatest resilience was needed. It was necessary to offset different profiles of risk in different areas.

Councillor Jeff Brooks queried whether a report was available on crewing levels. The DCFO explained that the reporting to Members concerned the availability of appliances.

Councillor Brooks followed this by querying if crewing was becoming an issue in some cases. Councillor Colin Dudley responded by stating that there was not an issue. An appliance would not respond to an incident without the required crew.

**Resolved that the report be noted.**

**43. FORWARD PLAN**

Councillor Paul Gittings queried whether it was still envisaged that the date proposed for Fire Authority to set the 2020/21 budget of 24 February 2020 would be met or could this be affected by the General Election of 12 December 2019. He questioned the potential impact of delaying this into March 2020, if this proved necessary, to set the Council Tax precept.

Trevor Ferguson (CFO) was hopeful that the budget could be set as planned in February 2020. However, that would depend upon input from the Berkshire local authorities with regard to the precept. The CFO reiterated that it was not the intention to delay this into March 2020, but if this became a necessity then the Fire Authority would still be able to meet its statutory requirements.

**Resolved that** the Forward Plan be noted.

**44. DATE OF THE NEXT MEETING**

Wednesday 5, February 2020, 6.30pm at RBFRS Headquarters, Pincents Kiln, Calcot, Reading, RG31 7SD.

**45. EXCLUSION OF THE PRESS AND PUBLIC**

**Resolved that** under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**46. CAPITAL PROJECTS BUSINESS CASE**

Management Committee considered an exempt report which outlined a capital project business case.

**Resolved that** the recommendations set out in the exempt report be approved.

*The meeting closed at 8.14pm*

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**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 FEBRUARY 2020</b>
<b>SUBJECT</b>	<b>2019/20 BUDGET MONITORING – QUARTER 3</b>
<b>LEAD OFFICER</b>	<b>CONOR BYRNE, HEAD OF FINANCE AND PROCUREMENT</b>
<b>LEAD MEMBER</b>	<b>COUNCILLOR COLIN DUDLEY</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

**1. EXECUTIVE SUMMARY**

1.1 To inform Members of the estimated revenue outturn and an update on capital projects as at the end of Quarter 3 2019/20.

**2. RECOMMENDATION**

2.1 That the Management Committee **NOTE** the report.

**3. REPORT**

**Commentary on Revenue Outturn**

3.1 The detailed Revenue Spending outturn for Quarter 3 2019/20 is shown in **Appendix A** (Detailed Revenue Budget Statement).

3.2 **Appendix B** shows the net costs of TVFCS and the Transition Fund Summary for Quarter 3 2019/20.

3.3 Members will recall that when setting the 2019/20 budget it was necessary to utilise £458,000 from the budget contingency reserve to balance the budget. The forecast year-end outturn for the Revenue Budget of £34.1 million is an in year saving of £126,000. The in-year savings will help offset the need to utilise reserves, reducing the usage needed in 2019/20 to £332,000.

3.4 As in previous years, the Authority has undergone organisational change during 2019/20 to deliver Efficiency Plan savings. The delivery of the Remotely Managed Stations/Flexible Duty Officer Project (RMS/FDO) has

## Agenda Item 6

been implemented in two phases, generating ongoing revenue savings of £576,000.

- 3.5 Some of the roles in the revised structure have been filled by external candidates, with some not joining the Authority until January 2020. The careful management of these and other vacancies in the interim period have delivered in year savings to invest in other areas, including training of the considerable number of staff that are in new roles.
- 3.6 Whilst a significant variance is not currently projected on repairs and maintenance, the Authority has recently transitioned from one sole provider to a suite of providers who will be specialised in the areas that they cover. This is expected to be more cost effective in the long term, but any initial financial impact of the new arrangements will become clearer during quarter 4 of 2019/20.
- 3.7 A number of ongoing pieces of work focused on improving operational effectiveness have resulted in a budget pressure relating to equipment. Additional hoses and branches, required to link hoses, were required to replace old and defective equipment. The implementation of stowed reserves, where reserve appliances are fully kitted out, has led to additional expenditure. Dry suit replacement and modification costs have also been incurred to support water rescue capability.
- 3.8 The delay to the national clothing framework contract led by Kent FRS has resulted in the Authority having to implement an interim contract arrangement in collaboration with Thames Valley partners to supply uniform. However, due to the timescales for procurement and subsequent delivery lead times we have had to utilise locally based suppliers in the interim in order to provide uniform, at a higher unit cost. An additional budget pressure to provide operational surcoats has also developed in year, required to comply with national operational guidance.
- 3.9 Government Grants and precept income is forecast to be £68,000 higher due to NNDR section 31 Grants. The budgets on these are based on estimates provided by the local authorities within Berkshire prior to the year commencing, with in year variances reflecting the adjustments made to reflect actual data.

### **Commentary on Capital Outturn**

- 3.10 Capital expenditure in Quarter 3 2019/20 and supporting commentary for each respective scheme is shown in **Appendix C**.

## **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

**5. FINANCIAL IMPLICATIONS**

- 5.1 The revenue outturn is forecast to be £126,000 below the annual budget by the end of the financial year, offsetting some of the need to utilise reserves when balancing the budget for 2019/20.
- 5.2 The forecast outturn, which is within 0.37% of the budget demonstrates that we continue to manage resources effectively.
- 5.3 The Authority entered the Berkshire business rates pool for 2019/20. Recent discussions with Bracknell Forest Borough Council have suggested that the financial benefit to the Authority will become certain post year end. We should be in a position to confirm this to Members in the outturn statement for 2019/20.

**6. LEGAL IMPLICATIONS**

- 6.1 Expenditure complies with the Authority's Financial Regulations.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 There are no equality and diversity implications arising from this report.

**8. RISK IMPLICATIONS**

- 8.1 The revenue and capital outturns are consistent with the assumptions within the Medium Term Financial Plan.
- 8.2 Regular monitoring of expenditure against budgets helps ensure that resources are matched to need.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 The duty to collaborate is considered as part of the procurement process for both revenue and capital expenditure.

**10. PRINCIPAL CONSULTATION**

- 10.1 The Chief Fire Officer has noted the contents of the report.
- 10.2 The Head of Finance and Procurement has noted the contents of this report.

**11. BACKGROUND PAPERS**

- 11.1 Agenda and Minutes, Royal Berkshire Authority: 25 February 2019 (not attached).

**12. APPENDICES**

- 12.1 Appendix A – Detailed Revenue Budget Statement - Quarter 3 2019/20

## Agenda Item 6

12.2 Appendix B – Thames Valley Fire Control Service (TVFCS) and the Transition Fund Summary – Quarter 3 2019/20

12.3 Appendix C – Capital Programme 2019/20

### **13. CONTACT DETAILS**

13.1 Ryan Maslen  
Deputy Head of Finance and Procurement  
0118 938 4722

Appendix A

	Annual Budget £'000	Dec-19 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
<b>EMPLOYEES</b>				
STATIONS	16,654	12,328	16,452	(202)
NON-STATIONS	10,320	7,547	10,255	(65)
TRAINING	647	385	682	35
OTHER	224	180	247	23
	<b>27,845</b>	<b>20,440</b>	<b>27,636</b>	<b>(209)</b>
<b>PREMISES</b>				
REPAIRS & MAINTENANCE	726	471	727	1
RATES	886	791	875	(11)
CLEANING	229	150	235	6
UTILITIES	406	248	417	11
	<b>2,247</b>	<b>1,660</b>	<b>2,254</b>	<b>7</b>
<b>SUPPLIES</b>				
INSURANCE	325	318	325	0
EQUIPMENT	524	419	566	42
IS EQUIPMENT & LICENCES	624	389	624	0
CLOTHING/PPE	347	317	387	40
COMMUNICATIONS	1,099	581	1,106	7
OCCUPATIONAL HEALTH	181	141	189	8
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	161	124	174	13
HYDRANT REPAIRS	37	11	27	(10)
COMMUNITY FIRE SAFETY SUPPLIES	194	140	194	0
SUPPLIES OTHER	194	129	206	12
	<b>3,686</b>	<b>2,569</b>	<b>3,798</b>	<b>112</b>
<b>CONTRACTS</b>				
CONTRIBUTION TO TVFCS & COLLABORATION	857	619	851	(6)
LEGAL	50	19	51	1
CONTRACTS OTHER (incl Professional Services)	641	383	659	18
	<b>1,548</b>	<b>1,021</b>	<b>1,561</b>	<b>13</b>
<b>TRANSPORT</b>				
VEHICLE RUNNING COSTS	694	393	709	15
TRAVEL	233	164	234	1
	<b>927</b>	<b>557</b>	<b>943</b>	<b>16</b>
<b>PENSIONS</b>				
PENSIONS	422	266	424	2
	<b>422</b>	<b>266</b>	<b>424</b>	<b>2</b>
<b>INCOME</b>				
GRANTS	(2,062)	(2,055)	(2,062)	0
RENTAL INCOME	(187)	(152)	(172)	15
TVFCS RECHARGE INCOME	(295)	(221)	(295)	0
INCOME OTHER	(199)	(74)	(213)	(14)
	<b>(2,743)</b>	<b>(2,502)</b>	<b>(2,742)</b>	<b>1</b>
<b>NET COST OF SERVICES</b>	<b>33,932</b>	<b>24,011</b>	<b>33,874</b>	<b>(58)</b>
DEBT CHARGES INTEREST	392	214	392	(0)
INVESTMENT INTEREST	(125)	(60)	(125)	0
REVENUE FUNDING OF CAPITAL	500	0	500	0
CAPITAL CONTRIBUTIONS TO STAFFING COSTS	(41)	(33)	(41)	0
APPROPRIATION TO/(FROM) RESERVES	(936)	0	(936)	0
MINIMUM REVENUE PROVISION	359	0	359	0
<b>NET EXPENDITURE</b>	<b>34,081</b>	<b>24,132</b>	<b>34,023</b>	<b>(58)</b>
GOV GRANTS/PRECEPTS	(34,081)	(24,709)	(34,149)	(68)
<b>(SURPLUS)/DEFICIT</b>	<b>(0)</b>	<b>(577)</b>	<b>(126)</b>	<b>(126)</b>

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Royal Berkshire Fire Authority

Quarter 3 Budget Monitoring Report 2019/20

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to Dec 19 £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
<b>EMPLOYEES</b>	1,684	1,224	1,655	(29)
<b>CORPORATE RECHARGES TO TVFCS FROM RBFERS</b>	295	221	295	0
<b>SUPPLIES</b>	48	5	51	3
<b>TECHNOLOGY</b>	245	188	254	9
<b>INCOME</b>	(9)	0	(9)	0
<b>NET COST OF TVFCS</b>	<b>2,263</b>	<b>1,638</b>	<b>2,246</b>	<b>(17)</b>
<b>RBFERS Share of Costs (37.8%)</b>	857	619	851	(6)

**Transition Fund Summary**

**£'000**

Total Budget available	2,000
Total Budget allocated	1,897
Total Budget available for allocation	103
Total spend:	
2015/16	411
2016/17	515
2017/18	176
2018/19	259
2019/20 to date	71
	1,432

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Active Capital Projects	Total Project Budget £000's	Actual Spend in Prior Years £000's	Actual Spend in 19/20 to Qtr 3 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
New fire station - Theale	9,220	851	635	7,734	9,220	Following the Fire Authority's Management Committee approval to proceed with the project on 3 December 2019, Knights Brown Construction Ltd were appointed as the main build contractor following a robust tender process. The site purchase from Network Rail completed on 20 December 2019. The application for hoarding was approved by the local planning authority (West Berkshire) at the end of December 2019.
Major redevelopment - Crowthorne (capital and decant costs )	2,054	199	727	1,128	2,054	The re-build of this fire station is continuing to progress on schedule with completion for use expected in July 2020. The strategy for storm water run-off from site has been agreed with Thames Water, with an additional pressure of £19k, although the project remains within the anticipated optimism bias amount. The station continues to respond from their alternative location at Wellington College and this is continuing to work well.
Fire stations - minor works	650	0	0	650	650	Annual budget of £130k over 5 year period of phase 1. The Head of Service is currently reviewing locations and priorities.
Fleet & equipment - fire appliances	4,250	0	433	3,817	4,250	Collaborative exercise with Thames Valley partners which had delivered 7 new appliances by the end of 2018/19 costing £1.6m (budget allocation and costs incurred are excluded from the figures shown). A further 4 vehicles were then delivered (2 in July and 2 in December 2019). It is then planned for a further 4 vehicles to be delivered in September 2020, meaning that all whole-time pumps will have been renewed. Budget allocation shown covers the expected requirements for the period April 2019 - March 2024.
Fleet & equipment - aerial ladder platform	850	0	575	162	737	Project is progressing well with the vehicle currently under construction and due to be delivered in Qtr 1 2020/21.

Active Capital Projects	Total Project Budget £000's	Actual Spend in Prior Years £000's	Actual Spend in 19/20 to Qtr 3 £000's	Estimated Project Spend to Completion £000's	Total Estimated Project Spend £000's	Commentary
Fleet & equipment - special appliances	1,550	0	0	1,550	1,550	The Head of Service has completed a review of this area and further details will be presented to Members as part of the budget setting papers at Fire Authority in February 2020.
Fleet & equipment - other ancillary vehicles	460	0	0	460	460	In line with the fleet strategy we will continue to look to upgrade and renew vehicles in our white fleet where required to support our organisational requirements.
ICT - IBIS redevelopment	131	95	32	0	127	Project has been extended into 2019/20, with the aim of developing additional compatibility between IBIS and hand held devices.
ICT - helpdesk system	45	29	0	10	39	System has been re-vamped providing additional self-service portals for departments. New reporting tool released by supplier in October 2019, which will be implemented in quarter 4 2019/20. Currently considering further upgrades to the latest version.
ICT - Sage 1000 upgrade	65	17	0	48	65	Phase 1 of the upgrade to Sage 1000 has been successfully implemented, with phase 2 to commence in Qtr 4 2019/20.
ICT - Learning Management System	45	0	0	45	45	Tender evaluation and contract award was completed in quarter 3 2019/20. Contract commences in February 2020 with initial development work prior to a planned go live date in April 2020. There will be an ongoing requirement to develop content on the platform.
ICT - asset replacement / licences	1,070	0	210	860	1,070	A rolling replacement programme of assets has commenced, with phase 1 completed in July 2019. Phase 2, replacing all station, TVFCS admin, training and secondary site desktops was completed in Qtr 3 2019/20, costing around £78k. Phase 3 will then focus on replacing approximately 100 Generation 3 and Surface Pro laptops costing around £75k. Licence renewals are ongoing in 2019/20. Options for introduction of Office 365 are being investigated for introduction next financial year, which will be based on a subscription style model.
<b>Total</b>	<b>20,390</b>	<b>1,191</b>	<b>2,612</b>	<b>16,464</b>	<b>20,267</b>	

**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 FEBRUARY 2020</b>
<b>SUBJECT</b>	<b>THAMES VALLEY FIRE CONTROL (TVFCS) SIX MONTH UPDATE</b>
<b>LEAD OFFICER</b>	<b>JIM POWELL, AREA MANAGER COLLABORATION AND POLICY</b>
<b>LEAD MEMBER</b>	<b>COUNCILLORS DAVID CANNON &amp; ANGUS ROSS</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 This report is a 6 month update covering the period April 2019 – September 2019. An annual report will be provided to full Fire Authority at the end of the financial year.
- 1.2 The report provides a review and high level summary of the performance of TVFCS against agreed measures, an overview of staffing changes and a summary of the projected financial position at year end. Finally, it will provide a look forward to the key activities planned over the following 6 Months.

**2. RECOMMENDATION**

That Management Committee:

- 2.1 **NOTE** the report.

**3. REPORT**

**Review**

- 3.1 TVFCS has been operating in ‘Steady State’ conditions for the period covered. The weather conditions during the summer months did not bring the high temperatures and prolonged dry spells experienced during summer 2018. As a result, levels of operational activity were within the normal range expected for the time of year.

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- 3.2 In September 2019, TVFCS adopted the new 'Advanced Mobile Location' (AML) technology provided by BT. This new functionality allows Control Room staff to identify the location of the majority of 999 callers using mobile phones with a margin of error of less than 6 metres. This increases efficiency in the time it takes to mobilise resources to incidents. The function supplements the existing ability to identify the location of callers using fixed 'land line' telephones.
- 3.3 Staff turnover during the period has reduced compared to previous years. However a key management position was vacated due to retirement. TVFCS were able to fill the resulting vacancy internally from a strong field of candidates. This is a reflection of the positive work undertaken by the Management team around staff development and succession planning.
- 3.4 TVFCS performance against the measures set for the time taken to answer calls was consistently strong, with the target of answering calls routed to TVFCS within 5 seconds on 92% of occasions and within 10 seconds on 97% of occasions being exceeded throughout the period.
- 3.5 TVFCS performance against the measure set for mobilising appliances once the call has been answered fell below the desired level, with appliances mobilised within a timeframe of 90 seconds being achieved on 73.3% of occasions. The target for this measure is 80%. The TVFCS management team has placed an increased focus on this area of performance, which, alongside the introduction of the AML functionality has already led to some improvement being noted in October.
- 3.6 It had previously been noted by the members of the TVFCS Joint Committee that the performance measures used to monitor TVFCS required review. In September 2019, the Joint Committee agreed a new set of measures to be introduced from April 2020. These new measures will better reflect the operational performance of TVFCS and will, for the first time, allow members to assess how TVFCS contributes to the wider range of activities undertaken by the Service by providing information for members on the number of 'Safe and Well' visit requests, Safeguarding referrals and 'Threat of Arson' referrals processed by TVFCS.
- 3.7 The revenue budget for TVFCS for 2019/20 was set at £2,263,438. In year changes to the staffing profile during the period resulted in a minor variance, however recruitment activity in Q3/4 will offset some of this by year end.

### **Look Forward**

- 3.8 TVFCS will celebrate its 5th Anniversary during 2020. A review has been agreed by the TVFCS Joint Committee, to evaluate the activity over the last 5 years and set the direction for the future. The TVFCS Senior Responsible Owners are engaging with TVFCS staff to identify what improvements could be made to both the physical environment and ways of working, which will allow TVFCS to continue to develop over the months and years to come.

Recommendations will be brought to the TVFCS Joint Committee in Spring 2020 to allow this direction to be set.

**4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 Commitment 2 – We will ensure a swift and appropriate response when called to emergencies.
- 4.2 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

**5. FINANCIAL IMPLICATIONS**

- 5.1 The financial position is outlined at 3.7. The 20/21 budget was agreed at the Joint Committee meeting in December 2019.

**6. LEGAL IMPLICATIONS**

- 6.1 Steady operation of TVFCS is covered by an extant legal agreement.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 None identified

**8. RISK IMPLICATIONS**

- 8.1 Service risks are managed through the Joint Coordinating group. There are no significant risk identified at this time.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 TVFCS is a collaboration between Oxfordshire County Council, Buckinghamshire and Milton Keynes Fire and Rescue Service and Royal Berkshire Fire and Rescue Service.

**10. PRINCIPAL CONSULTATION**

- 10.1 The Chief Fire Officer has noted the contents of this report.
- 10.2 The Chief Finance Officer has noted the contents of this report.

**11. BACKGROUND PAPERS**

- 11.1 None.

**12. APPENDICES**

- 12.1 None.

**13. CONTACT DETAILS**

- 13.1 Jim Powell, RBFRS senior responsible officer for TVFCS  
[powellj@rbfrs.co.uk](mailto:powellj@rbfrs.co.uk)  
07774215664

**ROYAL BERKSHIRE FIRE AUTHORITY**



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 FEBRUARY 2020</b>
<b>SUBJECT</b>	<b>2019/20 QUARTER 3 APPLIANCE AVAILABILITY</b>
<b>LEAD OFFICERS</b>	<b>STEVE FOYE, DEPUTY CHIEF FIRE OFFICER</b>
<b>LEAD MEMBER</b>	<b>N/A</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

**1. EXECUTIVE SUMMARY**

- 1.1 This report provides information on Quarter 3 (Q3) performance and supporting narrative on the Whole-time Duty System (WDS) and the On-call (often called Retained Duty System) appliance availability.
- 1.2 The data within this report reflects that which is provided to the Audit and Governance Committee as part of the Service's quarterly performance reporting.
- 1.3 The narrative within the report provides an insight for Management Committee on the Service's work and progress in managing appliance availability of both the WDS and the On-call teams.

**2. RECOMMENDATION**

That Management Committee:

- 2.1 **NOTE** the Quarter 3 performance of appliance availability, highlighting the percentage 98.37(%) appliance availability of the Service's 14 WDS appliances.
- 2.2 **NOTE** the actions to maintain, improve and monitor appliance availability.

**3. REPORT**

**Background**

- 3.1 Appliance availability, for the purposes of this report, applies to the Service's 14 WDS frontline fire appliances (pumps), and the overall availability of the

## Agenda Item 8

Service's seven On-call pumps. Availability is actively managed by the Hub management team. Performance is reported through the Service's Strategic Performance Board (SPB) and the Audit and Governance Committee on a quarterly basis in addition to this report to Management Committee.

- 3.2 As reported in the 2019/20 Quarter 1 Appliance Availability Report, presented to Management Committee on the 14 October 2019. The Authority's previous Integrated Risk Management Plan (IRMP) decision on station establishments, the Service now operates 14 WDS appliances with a station establishment of 324, as opposed to a historic position of 13 WDS appliances with 354 personnel. In a period of significant financial constraint, the Fire Authority has created a very efficient and lean WDS crewing model.
- 3.3 The 14 October 2019 report to Management Committee also highlighted the relationship between station-based establishment and the wider WDS establishment, which includes Flexi Duty Officers (FDO) and other Grey Book staff. This was to highlight that vacancies across the WDS can lead to temporary promotions, which, in turn, can increase the vacancy levels on stations.
- 3.4 Station establishments can also be affected by a range of other factors that impact crewing and consequently appliance availability; such as leave, sickness, maternity/paternity leave, career breaks etc. The additional capacity that existed in previous crewing models no longer exists. This means Hub managers must continually monitor and manage crewing.
- 3.5 When working within such a lean model it is essential to combine effective management with good support, commitment and flexibility from our staff. It is important to acknowledge the good work by many of our managers who are proactively managing local crewing to ensure 100% appliance availability.
- 3.6 At the very end of Q3 the final moves were completed in relation to the IRMP project for Remotely Managed Stations / Flexi Duty Officer Project (RMS/FDO). This resulted in the remainder of temporary positions being filled substantively, leading to further stability and a more efficient management of crewing at station level. However these staff movements created pressures in Q3, due to the honouring of previously agreed leave and other commitments, such as training courses.

### **WDS appliance availability Q3 2019/20 - Corporate Measure 16.**

- 3.7 The availability of the Services 14 WDS appliances is measured by the percentage of shifts (day and night) that appliances are available. There were 92 days in Q3 so the total number of day and night shifts equates to 184 for this Quarter.
- 3.8 On 15<sup>th</sup> January 2020 the current station based establishment was running below the 324 at 320. This shortfall will be rectified by the placement of the Trainee Fire Fighters early in Q1 2020, subject to successful completion of their training course as detailed in comment 3.14.

3.9 Performance for Q3 was 98.37% availability as measured against the Service's Corporate Measure 16. Global crewing for Q3 was under pressure from a variety of aspects such as the RMS/FDO project as noted in 3.6, and staff on restricted duties. These pressures were addressed by hub managers actively managing staffing and minimising extractions from watches (such as for non-critical training) as well as utilising prearranged overtime (PAOT) where appropriate. However, due to it being Christmas less staff were available to cover some shortfalls. There were three occasions where appliances were unavailable, these were;

- Saturday's day shift 26<sup>th</sup> October, due to a number of sicknesses that occurred on the morning of that day the global crewing dipped below the minimum number and therefore Ascot's appliance was unavailable for this shift.
- December 24<sup>th</sup> night shift and December 25<sup>th</sup> day shift the global crewing dipped below the minimum required and therefore Slough's second appliance was unavailable for this shift.

### **Positive factors affecting WDS availability**

- 3.10 RBFRS continue to drive improvements in management information systems, such as Firewatch and data from the Thames Valley Fire Control's Vision mobilising system. This is to inform an understanding of factors affecting appliance availability in a timely manner. In turn, it informs managers at all levels in managing establishment, crewing and appliance availability. An example is the dedicated television monitors on stations that inform staff through a Firewatch resource availability map, of real time fire appliance availability.
- 3.11 In Q3 the Service has continued its use of On-call Firefighters on temporary whole-time contracts, this number has remained at four for quarter 3. These temporary contracts provide stability for Watch's where they have long term vacancies, improving effectiveness of teams and giving those RDS firefighters undertaking the contracts valuable experience.
- 3.12 On-call personnel and WDS personnel have continued to make themselves available to cover periods of unavailability caused by sickness. Although this has a pre-arranged overtime (PAOT) cost, it has a positive effect on morale, allowing On-call & WDS personnel to engage in additional training and development opportunities as well as community engagement and maintaining emergency cover.
- 3.13 Officers utilise a range of mechanisms and tools to monitor, forecast and manage actual establishment levels. In conjunction with effective timing of promotion and recruitment processes, this supports day-to-day management of the establishments within Service Delivery Hubs. This is so the number of staff are kept as close as possible to the planned figures, minimising the number of temporary promotions which can impact the fire station staffing.
- 3.14 Q3 has seen the completion of the recruitment process for Whole-time Firefighters selecting 24 Trainees. Two of the Trainees were already

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competent On-call Firefighters and therefore have been placed directly onto fire stations. The remaining 22 Trainees have started their basic training at the fire service training centre in Devon on the 6<sup>th</sup> of January 2020. We expect these Trainees to join fire stations early in Quarter 1 of 2020/21. Almost half of these recruits have come from our RBFRS On-call stations which is a positive indicator of fire fighter development in the Service. This move of staff onto the WDS will have an impact in the short term on On-call availability, particularly for the duration of the Trainee course whilst they are away during the week in Devon. It is unclear at this stage how many may wish to continue with their On-call role in addition to their new wholetime position, though we anticipate some longer impact.

- 3.15 Work is currently being undertaken on where the best placements will be for the new Firefighters, taking into account establishments now and possible future retirements.

### **RDS appliance availability- Corporate Measure 17**

- 3.16 The overall availability for RDS appliances is 32.7% for Quarter 3, this is an increase from 28.2% in Quarter 2. Table 1 provides a breakdown of the availability by station and month with a quarterly total for each station.
- 3.17 The variations across each station are an indication to their different establishment profiles (this is the number of people at each station, the skills and qualifications they hold and the level of cover each individual can provide). Crowthorne continues to be the strongest performing RDS station in terms of availability.

**Table 1 Quarter 3**

<b>Station</b>	<b>Oct 19</b>	<b>Nov 19</b>	<b>Dec 19</b>	<b>Q3 Total</b>
<b>Hungerford</b>	48.4%	45.6%	41.4%	45.1%
<b>Lambourn</b>	13.7%	21.9%	14.1%	16.5%
<b>Pangbourne</b>	10.5%	4.2%	0%	4.9%
<b>Wargrave*</b>	14.0%	17.2%	4.6%	11.9%
<b>Mortimer</b>	29.4%	55%	54.0%	46.1%
<b>Crowthorne</b>	78%	81%	62.8%	73.8%
<b>Maidenhead</b>	21.1%	36.4%	35.5%	30.9%

\*Wargrave data in line with Corporate Measures 2017/18.

- 3.18 As reported in the 2019/20 Q1 Appliance Availability Report, presented to Management Committee on the 14 October 2019, there are clear distinction between WDS and On-call teams in regard to recruitment and retention profiles alongside factors that influence availability at an individual firefighter level.
- 3.19 As predicted Q3's RDS availability has improved from Q2.

**Positive factors affecting retained duty system availability**

- 3.20 On-call establishment level now stands at 90, and has increased by one for the quarter. The 2019/20 Quarter 1 Appliance Availability Report, presented to Management Committee on the 14 October 2019, outlined the key factors influencing improvements in On-call recruitment and retention. This work continues and includes; On-call staff crewing WT appliances; work with Oxfordshire FRS to increase capacity and flexibility to meet On-call training needs; focus on key courses, such as Breathing Apparatus (BA) courses and; proactive management across The Hubs to performance manage crewing and appliance availability.

The following provides a detailed outline of progress on skills, recruitment and training for each station:

3.21 **Hungerford**

In terms of establishment, the station is looking healthy with 16 On-Call Firefighters. However, only eight of the 16 currently influence appliance availability with the remainder due to complete the necessary skills training and assessment over the next 12 months. Q3 has seen three firefighters successfully become BA qualified this will assist in improving appliance availability in Q4. One of the On-Call Firefighters is temporarily unavailable whilst attending the WDS training course in Devon and this may have an impact on the availability of the appliance for Q4.

3.22 **Lambourn**

The stations availability was affected in December by a number of personnel issues. The establishment of the station had reached nine, with seven personnel being BA qualified. At the beginning of Q4 two members of staff with incident command qualifications have taken the decision to leave the Service. Unfortunately this will severely hamper the availability of the appliance. Work is being carried out to assist the station, due to the lack of local managers and necessary skills. Other retained and wholetime teams are supporting but we expect the station to be impacted for some time. One of the On-Call Firefighters is temporarily unavailable whilst attending the WDS training course in Devon and this may also influence appliance availability for Q4.

3.23 **Pangbourne**

Pangbourne's availability has suffered in December due to leave and the unavailability of a Firefighter. With an effective establishment of only four (the fifth being a trainee) any reduction in crewing will automatically will make the appliance become unavailable. The station are working alongside Wargrave

## Agenda Item 8

and wholetime colleagues to support development and where possible crewing. When the new station at Theale is completed and operational, Pangbourne will cease operation. With this in mind we are not proactively recruiting to the station and consequently we are likely to see low figures of availability until it ceases operation.

### 3.24 **Wargrave**

Availability at Wargrave has been affected by the Watch Manager leaving in Q2. This has resulted in Wargrave having only three qualified drivers, two of which are also incident commander qualified for the station and on dual contract (therefore restricted by the cover they can provide). New future LGV drivers have been identified and courses have been arranged. Once qualified this will support improvement of availability. Two of the current On-Call Firefighters are temporarily unavailable whilst attending the WDS training course in Devon and this may influence appliance availability for Q4.

### 3.25 **Mortimer**

Availability at Mortimer has improved positively in Q3 reaching in excess of 50% in November and December. This is due to a number of firefighters successfully passing their Breathing Apparatus qualifications, this is likely to improve further with three more firefighters being booked in for their Breathing Apparatus course in March 2020. Two of the current On-Call Firefighters are temporarily unavailable whilst attending the WT training course in Devon and this may influence appliance availability for Q4.

### 3.26 **Crowthorne**

For this quarter Crowthorne has continued to keep its availability high at (73.8%), although availability did a dip in December, this was due to leave being taken over the festive period. (October 78%, November 81% and December 62.8%). One of the On-Call Firefighters is temporarily unavailable whilst attending the WT training course in Devon and this may influence appliance availability for Q4.

### 3.27 **Maidenhead**

Q3 has seen an improvement in appliance availability from Q2. This will continue to improve as the firefighters that are in development become qualified. Other factors affecting availability are the high number of dual contract personnel on station (aligning of shift patterns and qualifications have to occur for the greatest RDS availability). One of the On-Call Firefighters is temporarily unavailable whilst attending the WT training course in Devon and this may influence appliance availability for Q4.

## 4. **CONTRIBUTION TO STRATEGIC COMMITMENTS**

4.1 **Commitment 2** – We will ensure a swift and appropriate response when called to emergencies.

4.2 **Commitment 5** – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

**5. FINANCIAL IMPLICATIONS**

- 5.1 The Service operated within planned budgets and in line with the forecasts for 2019/20 year.
- 5.2 The use of pre-arranged overtime (PAOT) continues to be an effective way of maintaining appliance availability, keeping flexibility in other factors, such as leave, whilst using the Fire Authority's financial resources efficiently. Use of PAOT through Q3 was particularly affected by the changes to and movements across station based establishments delivered through the RMS/FDO IRMP project agreed by the Fire Authority.

**6. LEGAL IMPLICATIONS**

- 6.1 None.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 None.

**8. RISK IMPLICATIONS**

- 8.1 Appliance Crewing and Availability is listed as a corporate risk under risk number 419. It is monitored by the DCFO and, as necessary, treatments are reported to the Senior Leadership Team and the Audit and Governance Committee.
- 8.2 Whilst On-call recruitment continues to be successful, we have noted a significant number of On-call Firefighters applied and were successful in the WDS recruitment process for the service (as detailed in paragraph 3.14). There is a risk of impact on On-call appliance availability. This may be an interim impact, whilst they complete initial wholetime training or permanent impact if they chose to leave their On-call role with the service. If they do remain in their On-call role, their availability will be influenced by their whole-time rota pattern and how this impacts individual ability to provide cover and consequently influence appliance availability.
- 8.3 The Service remains committed to keeping Pangbourne Fire Station operational until the new Theale Fire Station is complete. The confirmation of the impending closure may have an effect of establishment numbers.

**9. CONSISTENCY WITH DUTY TO COLLABORATE**

- 9.1 Paragraph 3.21 highlights collaborative working with Oxfordshire FRS.

**10. PRINCIPAL CONSULTATION**

- 10.1 The Deputy Chief Officer has noted this report.

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10.2 The Strategic Leadership Team has noted this report.

### **11. BACKGROUND PAPERS**

11.1 2019/20 Quarter 1 Appliance Availability Management Committee report (not attached)

11.2 2019/20 Quarter 2 Appliance Availability Management Committee report (not attached)

### **12. APPENDICES**

12.1 None.

### **13. CONTACT DETAILS**

13.1 Paul Binyon - Area Manager Response and Resilience  
07884425419

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Pension Board Representative	Fire Authority	14.02.20	Ad-Hoc	Note	HHR&L&D	N/A	Part I
LGA Guide - Leading the Fire Sector: Oversight of Performance - Presentation	Fire Authority	14.02.20	Ad-Hoc	Note	HCS	N/A	Part I
Pay Policy Statement	Fire Authority	14.02.20	Annual	Agree	HHR&L&D	N/A	Part I
Annual Budget 20/21, Medium Term Financial Plan & Strategic Asset Investment Framework and TVFCS Budget	Fire Authority	14.02.20	Annual	Agree	HF&P	Cllr David Cannon, Cllr Colin Dudley and Cllr Angus Ross	Part I
IRMP Consultation	Fire Authority	14.02.20	Ad-hoc	Agree	HCS	Cllr Dexter Smith	Part I
Fire Protection Update	Fire Authority	14.02.20	Ad-hoc	Note	AM P&P	N/A	Part II
Internal Audit Report	A&GC	26.03.20	quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	26.03.20	quarterly	Note	HF&P	N/A	Part I
Statement of Assurance	A&GC	26.03.20	Quarterly	Note and Recommend	HCS	Cllr Colin Dudley & Cllr Tina McKenzie-Boyle	Part I
Annual Report on Members Development	A&GC	26.03.20	Annual	Note and Recommend	HCS	Cllr Pauline Helliard-Symons	Part I
Constitution Update	A&GC	26.03.20	Ad-hoc	Agree	HF&P	N/A	Part I
Annual Report on Governance / Members attendance and allowances	A&GC	26.03.20	Annual	Note and Recommend	HCS	Cllr Tina McKenzie-Boyle	Part I
Emergency Services Mobile Communications Programme	A&GC	26.03.20	Annual	Note	HBIS	N/A	Part I
Annual Plan 2020/21	A&GC	26.03.20	Annual	Note and Recommend	HCS	N/A	Part I
Quarter 3 Performance Report	A&GC	26.03.20	Quarterly	Note	HCS	N/A	Part I
Capital Project Update	Management Committee	02.04.20	Ad-hoc	Note	HCP&E	Cllr Angus Ross	Part II
Annual Plan 2020/21	Fire Authority	29.04.20	Annual	Agree	HCS	N/A	Part I
Statement of Assurance	Fire Authority	29.04.20	Annual	Agree	HCS	Cllr Colin Dudley & Cllr Tina McKenzie-Boyle	Part I
Corporate Calendar 2020/21	Fire Authority	29.04.20	Annual	Agree	HCS	N/A	Part I
Lead Members Annual Reports	Fire Authority	29.04.20	Annual	Note	Lead Officers	Lead Members	Part I
TVFCS Joint Committee Annual Report 2019/20	Fire Authority	29.04.20	Annual	Note	ACFO	Cllr David Cannon	Part I
Constitution Update	Fire Authority	29.04.20	Ad-hoc	Agree	HF&P	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Member Champions Annual Reports	Fire Authority	29.04.20	Annual	Note	Lead Officers	Member Champions	Part I

**Categories of “Exempt Information”  
under Schedule 12A of the Local Government Act 1972**

	<b>Category</b>
	[For each of nos 1 - 7, see <u>Qualification 1</u> below]
1	Information relating to any individual
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information). [see <u>Qualification 2</u> below]
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority purposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

**Qualifications:**

- (1) Information falling within paragraph 3 is not exempt information by virtue of that paragraph if it is required to be registered under -
  - (a) the Companies Act 1985;
  - (b) the Friendly Societies Act 1974;
  - (c) the Friendly Societies Act 1992;
  - (d) the Industrial and Provident Societies Acts 1965 to 1978;
  - (e) the Building Societies Act 1986; or
  - (f) the Charities Act 1993.
- (2) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- (3) Information which -
  - (a) falls within any of paragraphs 1 to 7 above; and
  - (b) is not prevented from being exempt by virtue of the two preceding paragraphs

is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest

## Agenda Item 11

in disclosing the information.

### **Interpretation:**

- (4) "*Employee*" means a person employed under a contract of service;
- (5) "*Financial or business affairs*" includes contemplated, as well as past or current, activities;
- (6) "*Labour relations matter*" means -
  - (a) any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992[10] (matters which may be the subject of a trade dispute, within the meaning of that Act);
  - or
  - (b) any dispute about a matter falling within paragraph (a) above;and for the purposes of this definition the enactments mentioned in paragraph (a) above, with the necessary modifications, shall apply in relation to office-holders under the authority as they apply in relation to employees of the authority;
- (7) "*Office-holder*", in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority;
- (8) "*Registered*" in relation to information required to be registered under the Building Societies Act 1986, means recorded in the public file of any building society (within the meaning of that Act).

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